



Open Competitive Process to Conduct an EQUITY AUDIT

Issue Date: February 21, 2022

Closing Date: **March 11, 2022** at 3:00pm local time

Submit to: Kawartha-Haliburton Children's Aid Society
1100 Chemong Road
Peterborough, Ontario K9H 7S2
Attention: Finance Manager

TABLE OF CONTENTS

1. PART 1 – INTRODUCTION

- 1.1. Invitation to Proponents
- 1.2. Overview of Kawartha-Haliburton Children's Aid Society
- 1.3. Type of Contract for Deliverables
- 1.4. Indemnity Provisions

2. PART 2 – REQUIREMENTS

- 2.1. Requirements
- 2.2. Interviews
- 2.3. Engagement Deliverables
- 2.4. Contract Duration and Price

3. PART 3 – EVALUATION OF PROPOSALS

- 3.1. Rating Criteria
- 3.2. Evaluation of Pricing

4. PART 4 – TIMETABLE

APPENDIX A – Form of Offer

1. PART 1 – INTRODUCTION

1.1. Invitation to Proponents

The Kawartha-Haliburton Children's Aid Society (hereinafter called "KHCAS" or "the Society") invites proponents to compete in providing consultation services to support the Executive Director in conducting an Equity Audit for the Kawartha- Haliburton Children's Aid Society. The results of the Equity Audit will be used establish a baseline of equity within the agency from both a workforce and service delivery perspective. The results will be used to guide the review of the agency's equity workplan by understanding the areas of strength and opportunities for improvement.

The Kawartha-Haliburton Children's Aid Society is an Ontario corporation operating as a registered Charity, whose principal mandate is to protect the children and youth from abuse and neglect. Its catchment area consists of the Cities of Peterborough and Kawartha Lakes and the Counties of Peterborough and Haliburton. Principal funding is provided by the Province of Ontario and the Society operates under provisions of the Child, Youth and Family Services Act.

1.2. Overview of the Kawartha-Haliburton Children's Aid Society

The Ontario Ministry of Community, Children and Social Services of Ontario (the "Ministry") contracts with the Society as a transfer payment agency for the delivery of legislated Child Welfare Services. In fiscal 2022, the core funding provided to the Society was about \$23 million.

The Society is governed by an independent volunteer Board of Directors, who are also its members and represent a cross section of disciplines necessary for effective governance. This structure allows it to be accountable to the Ministry and to the community it serves.

For the year ended March 31st, 2021, the Society provided service to 5,329 child and youth aged 0 – 21, received 2,479 reported concerns regarding the protection of children and opened 1,329 investigations. The Society provided ongoing services to 296 families as of March 31, 2021, supported 185 children in the care of the Society, many who are placed in the 71 foster homes operated by the Society, and finalized less than 5 adoptions.

The Society employs approximately 150 staff and has approximately 30 volunteers, delivering services from its main office in Peterborough and from facilities in Lindsay and Haliburton. The primary services offered include:

- Child protection services
- Kinship Services
- Child in care services
- Legal services
- Continuing Care and Support for Youth
- Adoption services and other forms of Permanency for children and youth
- Volunteer support services
- Foster and Kinship care services

For a more detailed overview of our mandate, programs and services, please visit our website at www.khcas.on.ca.

1.3. Type of Contract for Deliverables

Where a firm is selected from this process, they will be required to provide services outlined in Part 2. Firms shall be deemed to have reviewed the Standard Terms and Conditions of the Society found on the Society website.

1.4 Indemnity Provisions

The successful proponent shall defend indemnify and save harmless the Society's its officials, officers, employees and agents against and from all actions, causes of action, interest, claims, demands, costs, damages, expenses including defence costs or loss which the successful proponent may bear, suffer, incur, become liable for or be put to by reason of any damage to property or injury or death to persons by reason of, arising out of or in consequence of breach, or violation of non-performance of the contract by the successful proponent of any provision of this agreement, or by reason of or arising out of the use of the premises or in connection with the work covered by this contract, or by reason of or arising out of any act, neglect or default or omission by the successful proponent or of any of its agents or employees or any other person or persons, in, on, or about the premises.

The successful proponent covenants that the indemnity herein contained shall extend to all claims, loss, costs and damages and the rights to indemnity contained in this paragraph shall survive any termination of this agreement, anything in this agreement to the contrary notwithstanding.

2. PART 2 – REQUIREMENTS

2.1. Requirements

To be considered for evaluation, the firm must provide a service proposal in the following fashion:

1. Proposals must be submitted to the attention of the Finance Manager in written form in ink before 3 pm on March 11, 2022
2. The Form of Offer (Appendix A) will be included as part of the proposal.

3. An outline of qualifications must be prepared, minimally containing the following information:
 - a. Demonstrated experience and deep understanding of diversity, equity, inclusion, truth and reconciliation from an intersectional analysis.
 - b. Experience of the engagement principal in conducting an equity audit, preferably in Child Welfare.
 - c. Experience of the engagement principal in conducting an equity audit to business organizations which are not-for-profit.
 - d. Details of the resources available to the engagement principal from within their firm to support conducting an equity audit for the Society.
 - e. An overview of the organization and the firm's engagement with the community to consult on emerging issues which might affect child welfare organizations including anti-black racism, Truth and Reconciliation and equity.
 - f. "Curriculum vitae" for all individuals of the firms who would be significantly involved (specifically identifying their previous work in conducting an equity audit).
 - g. a proposed timeline for conducting an equity audit with a goal of meeting and presenting a final draft to the Executive Director.
 - h. an outline of similar engagements performed by the firm in the preceding three years, with reference to work complete for child welfare agencies.
 - i. an outline of the approach and methodology being recommended for completion of conducting the equity audit.
 - j. an outline of the resources required from the Society, which the firm expects to need should its proposal be accepted.
 - k. three (3) references for which the consulting firm has completed similar engagements.
 - l. any foreseeable limitation or concern identified by the firm in the course of preparing its proposal.

2.2 Interviews

Upon completing the evaluation of the outline prepared by the firm, the Society, may interview the Engagement Principal to obtain further information to assess their suitability to complete the engagement deliverables.

2.3 Engagement Deliverables for the Society

- a. The consultant will work under the direction of the Society's Executive Director and will acquire sufficient organization-specific knowledge to complete the assignment in a professional manner.
- b. The Consultant will apply their expertise to guide the development of an equity audit tool to be used to assess the agency's:
 - i. strengths in the area of equity, diversity and inclusion; and
 - ii. Identify gaps, key next steps, and provide recommendations about how to meet the needs of employees, service recipients and community partners and collaterals as it relates to equity, diversity and inclusion.
- c. The equity audit will include and not be limited to a review of the agency's policies, current practices, procedures, organization structure and surveys to employees,

- volunteers, foster parents, community collaterals, the Board of Directors and service recipients.
- d. The Consultant will develop and deliver an engagement strategy to ensure that all stakeholder voices are solicited, welcomed and heard throughout the completion of the equity audit.
 - e. Through a formal written report, the Consultant will make recommendations to the Executive Director on how to become a more diverse and inclusive organization and how we can make changes to work with an equitable lens to serve the communities within the agency's jurisdiction.
 - f. The consulting firm will abide by all laws and professional regulations, will maintain professional liability insurance of at least \$5 million during its engagement, will ensure all consultants will work in a safe manner and will respect the confidential information of the Society.
 - g. The firm will accept payment from the Society through electronic funds transfer.
 - h. The Society will have ownership rights to the report and all work product arising from the services provided by the Consultant. The Consultant will grant the Society nonexclusive rights to use specific proprietary techniques employed by the Consultant in the execution of the deliverables

2.5 Contract Pricing

- a. Prices quoted on Appendix A shall be denominated in Canadian dollars and will be all inclusive of all labour and materials, travel and carriage costs, insurance costs and all other overhead including but not limited to any fees or other charges required by law.
- b. Harmonized sales tax **is to be excluded** from the fee quotation.
- c. A proposal that includes conditional, optional, contingent or variable rates may be disqualified.
- d. The "Fees" shall be a total upset price for the purposes of the contract and may not be exceeded without prior written consent of the Executive Director of the Society.

3. PART 3 – EVALUATION OF PROPOSALS

3.1 Rating Criteria

Rated Criteria Category	Weighting (Points)
Relevant experience	20 points
Evaluation of proposal and capacity to meet the requirements	40 points
References	10 points
Total points possible	70 points

3.2 Evaluation of Pricing

Pricing will be scored based on a relative pricing formula using the Rates set out in the Rate Bid Form.

Each competing firm will receive a percentage of the total possible points **(30 points)** allocated to price by dividing that firm's price into the lowest bid. For example, if the lowest bid price is \$500.00, that firm receives 100% of the possible points ($500/500=100\%$), a firm who bids \$750.00 receives 67% of the possible points ($500/750=67\%$) and a firm who bids \$1000.00 receives 50% of the possible points ($500/1000=50\%$).

4 PART 4 – TIMETABLE

Date of Issue:	February 21, 2022
Closing Date: 3:00 pm Peterborough, ON (Local time)	March 11, 2022
Review of Proposals	March 14 – March 18, 2022
Interviews (if required)	March 21 – 24, 2022
Offer Extended	March 31, 2022

Questions concerning this invitation must be addressed to the Finance Manager by March 2, 2022 by email (joe.mahoney@kxcas.on.ca) and responses will be provided within three business days. Responses will be provided to all interested parties with an email address on file. If you would like to receive a copy of the response to any questions received, please provide an email address by March 2, 2022 at 4pm.

APPENDIX A

Kawartha Haliburton Children's Aid Society Equity Audit Consultant

FORM OF OFFER

I/WE the undersigned agree to supply and conduct an Equity Audit for the fees stated.

Activity (detailed breakdown of services provided by cost)	Fees
	\$
	\$
	\$
	\$
	\$

We hereby certify that the information given is correct and that if it is accepted, we will supply the Strategic Planning Services as described for the price quoted herein. We also confirm that we have read and understand the Society's Standards Terms and Conditions as made available on the KHCAS website at www.khcas.on.ca.

RECEIVED FROM

Service Provider Name:	
Authorized Representative:	
Title:	
Date:	
Signature:	